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**Programme planning**

# Proposed strategic framework for the period 2006-2007

## Part two: biennial programme plan

## Programme 26
## Jointly financed activities

Contents

| | | Page |
|---|---|---|
| A. | International Civil Service Commission | 2 |
| B. | Joint Inspection Unit | 3 |
| C. | United Nations System Chief Executives Board for Coordination | 4 |
| D. | Inter-organizational security measures | 6 |
| Legislative mandates | | 8 |

* A/59/50 and Corr.1.

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# A. International Civil Service Commission

## Overall orientation

26.1 By its resolution 3357 (XXIX) of 18 December 1974, the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

**Objective of the Organization**: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---|---|
| (a) Improved quality of substantive service to the Commission | (a) (i) A positive assessment by the Commission of the policy recommendations submitted on the human resources management systems<br><br>(ii) The percentage of recommendations adopted by the Commission |
| (b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of organizations | (b) The percentage of recommendations on the pay and benefits systems adopted by the Commission |
| (c) Improved methodology for cost-of-living measurements | (c) The high percentage of proposals for cost-of-living measures approved by the Commission |
| (d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/hardship classification for the United Nations common system | (d) A reduction in time between the request for surveys and the carrying out of cost-of-living surveys, and the numbers of duty stations reviewed for hardship and mobility classification |
| (e) Up-to-date daily subsistence allowance rates system | (e) A reduction in time in implementation of changes in subsistence allowance rates system |

**Strategy**

26.2 To accomplish its objectives, the Commission's programme of work includes the following areas: (i) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (ii) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (iii) to develop and maintain equitable job evaluation and other human resources management systems; (iv) to provide guidance and advice on their administration; and (v) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

## B. Joint Inspection Unit

### Overall orientation

26.3 According to the statute of the Joint Inspection Unit, the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds, and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that the optimum use is made of resources available for carrying out these activities.

26.4 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its system-wide competence, which puts it in the unique position of acting as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the system as a whole. Based on comparative analyses of trends and problems faced by various organizations, it proposes harmonized and concrete solutions. The Unit focuses its work on important priority items for the participating organizations, with a view to providing the legislative organs of those organizations with practical and action-oriented recommendations on precisely defined issues.

**Objective of the Organization**: To facilitate the improvement of management, the efficiency of services and the proper use of funds among the participating organizations of the United Nations system

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---|---|
| (a) Improvement in the ability of intergovernmental organs to exert oversight regarding the activities of the participating organizations and to determine the efficiency and cost-effectiveness of their activities | (a) The number and percentage of recommendations presented to and endorsed by the legislative bodies of participating organizations |

| | |
|---|---|
| (b) Improvements in the administrative and managerial practices of secretariats and greater compliance with their respective mandates, rules, regulations, policies and procedures | (b) The number and percentage of outstanding adopted recommendations implemented by the participating organizations |
| (c) Increased coordination and information-sharing among participating organizations | (c) The number of best practices shared with participating organizations |

**Strategy**

26.5 In achieving its objectives the Unit will concentrate on: (i) identifying the key issues and risk areas of the organizations and undertaking research and analysis of those issues; (ii) giving greater attention to issues of major importance to legislative organs and the executive heads of the participating organizations and to the United Nations System Chief Executives Board; (iii) producing action-oriented reports and recommendations; (iv) monitoring the implementation of approved/accepted recommendations and reporting thereon; and (v) strengthening its capacity to provide, in accordance with article 5.3 of the statute, reasonable independent assurances to the legislative organs that the activities undertaken by the organizations are conducted in the most effective and economical manner. The Unit will continue streamlining and improving its working methods with a view to increasing its efficiency and the effectiveness of its recommendations.

## C. United Nations System Chief Executives Board for Coordination

### Overall orientation

26.6 The responsibility for the promotion of inter-agency coordination and cooperation within the organizations of the United Nations system is vested in the United Nations System Chief Executives Board for Coordination (CEB), which, pursuant to Economic and Social Council decision 2001/321 of 24 October 2001, replaced the Administrative Committee on Coordination that had been established in 1946 by the Economic and Social Council in its resolution 13 (III). Two high-level committees assist the Executive Heads in performing their functions: the High-level Committee on Programmes, whose central role is the development of concerted and effective responses by the United Nations system to emerging policy challenges and issues relating to international cooperation and development; and the High-level Committee on Management, whose mandate is to provide guidance on administrative and management issues that are of system-wide relevance and promote inter-agency cooperation and coordination on those matters.

26.7 During the biennium 2006-2007, the main focus of CEB in programme matters will be on coordinated system-wide implementation of the outcomes of the first comprehensive review of the follow-up to the United Nations Millennium Declaration and the associated high-level event in 2005 provided for in General Assembly resolution 57/270 B. It will thus focus its work on accelerating progress in the implementation of internationally agreed development goals, as well as ensuring integrated and coordinated follow-up to the major United Nations conferences and summits, including the continued strengthening of system-wide support for the

sustainable development of Africa within the overall framework of the New Partnership for Africa's Development (NEPAD). On the management side, CEB will continue its emphasis on implementation of inter-agency agreements on the security and safety of United Nations system personnel, human resources management and the reform of the common system, capitalizing on investments in information and communication technologies, and promoting best practices in the management and financial administration areas. Those activities are all geared towards ensuring a more integrated and coordinated United Nations system response to the policy directives and mandates of Member States.

**Objective of the Organization**: To ensure effective mobilization of the full capacity of the United Nations system to implement intergovernmental decisions

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---|---|
| (a) Increased collaboration and coordination among member organizations in response to decisions of intergovernmental bodies | (a) The number of joint or complementary programmes, task-specific inter-agency networking, time-bound working groups and other facilitating initiatives and activities to strengthen system-wide follow-up to intergovernmental decisions |
| (b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations in the administration and management areas | (b) The number of coordinated system-wide responses to the ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports |
| (c) Improving knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system | (c) The number of applications and common platforms as well as knowledge management networks in use and shared by programmes within the United Nations system and with Member States |

**Strategy**

26.8 During the biennium 2006-2007, both the High-level Committee on Programmes and the High-level Committee on Management will continue to engage the organizations of the United Nations system on a system-wide framework to pursue strategic actions pertaining to programme matters and management and administrative issues for the consideration of CEB. The High-level Committee on Programmes will focus on promoting greater synergies among the policies and programmes of the organizations of the United Nations system so as to enhance their overall impact and on ensuring mutual reinforcement between global and country monitoring activities of the Millennium Development Goals. As necessary, the Committee will draw on inter-agency networks and working groups to undertake specific and time-bound activities. In the management area, the High-level Committee on Management will keep on its agenda the strengthening of inter-agency cooperation to reinforce measures for the security and safety of United Nations personnel and focus on promoting best practices, modern management approaches and partnerships in all areas of management, finance and budget. In the areas of information and communication technologies, the Committee will continue

to promote greater accessibility to United Nations system information of Member States and the general public, including the further development of the United Nations system Extranet and tools for knowledge-sharing and management.

## D. Inter-organizational security measures

### Overall orientation

26.9 The primary responsibility under the Charter for the security and protection of personnel of the United Nations system lies with the Member States. However, there are situations under which Governments do not provide security coverage, particularly during emergency situations, such as abrupt changes in Government, civil disorder and the absence of de facto authorities. In order to enhance the security and safety of personnel of the organizations of the United Nations system in such situations and to prepare for any eventuality, a set of arrangements have been in place since 1980 to ensure coordinated action in all matters relating to the security and safety of field-based staff and their families. Under those arrangements, the responsibility for the coordination of all security matters rests with the Secretary-General, who has appointed the United Nations Security Coordinator to act on his behalf. The Office of the United Nations Security Coordinator (UNSECOORD) was created in 1988 and has the responsibility to coordinate and manage the United Nations security management system. Concerned about the occurrence of attacks and threats against United Nations personnel, the General Assembly, in its resolution 54/192 of 17 December 1999, recognized the need to improve the safety and security arrangements for United Nations personnel and to strengthen UNSECOORD. The Security Coordinator acts on behalf of and reports directly to the Secretary-General.

26.10 The United Nations Security Coordinator coordinates and monitors the planning and implementation of inter-agency security and safety programmes, including all training. The Security Coordinator acts as the focal point for inter-agency cooperation concerning security matters and reviews security plans formulated by designated officials in each country to ensure that each duty station is adequately prepared for likely contingencies. The Coordinator will, inter alia, maintain on a continuing basis an assessment of exposures and vulnerabilities to actual or potential emergency situations, prepare information and instructions and arrange for pre-assignment briefings so as to assist designated officials, review all requests for security and communication equipment and issue monthly travel advisories. A mechanism of accountability and responsibility of security officials at all levels of the security management system is in place to ensure that the officials responsible for the security of the United Nations operations and personnel in the field are held accountable for both their action and inaction.

**Objective of the Organization**: To protect staff members of the United Nations system, associated personnel and eligible family members at all duty stations of UNSECOORD responsibility

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---|---|
| (a) Improved security and safety of the working environment in accordance with the minimum operating security standards | (a) A reduction in the number of deaths, injuries, abductions and other security-related incidents in the field |
| (b) Improved coordination of policies and procedures relating to the security and safety of United Nations field-based staff and family members | (b) All duty stations have established and complied with the minimum operating security standards updated and revised, as necessary |
| (c) Improved level of minimum standard security training for staff | (c) An increase in the percentage of staff who have received the training stipulated in the report of the Secretary-General on inter-organizational security measures: framework for accountability for the United Nations field security management system (A/57/365) |
| (d) Improved stress management training for staff and their families in the field | (d) An increase in the percentage of staff and their families in the field who have received stress management training |

**Strategy**

26.11 In achieving its objective, the Office of the United Nations Security Coordinator will concentrate on creating conditions to minimize security-related incidents by: (i) coordinating safety and security issues between the organizations of the United Nations system; (ii) monitoring the implementation of established security and safety policies; (iii) developing security requirements for new missions as well as for special, regular and emergency operations; (iv) monitoring, through compliance, assessment, survey and inspection missions, the implementation of the minimum operating security standards at field duty stations; (v) updating guidelines and directives and conducting training; and (vi) coordinating with the Department of Peacekeeping Operations, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field. Those efforts will enforce the accountability and responsibility of designated officials, field security officers and other actors within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system operations.

# Legislative mandates

## A. International Civil Service Commission

*General Assembly resolutions*

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| 3357 (XXIX) | Statute of the International Civil Service Commission |
| 51/216 and 52/216 | United Nations common system: report of the International Civil Service Commission |

## B. Joint Inspection Unit

*General Assembly resolutions*

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|---|---|
| 31/192 | Statute of the Joint Inspection Unit |
| 50/233 and 57/284 A and B | Joint Inspection Unit |
| 58/270 | Questions relating to the proposed programme budget for the biennium 2004-2005 |
| 58/286 | Joint Inspection Unit |

## C. United Nations System Chief Executives Board for Coordination

*Economic and Social Council resolution and decision*

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| 13 (III) | Coordination Committee |
| 2001/321 | Further consideration of the annual overview report of the Administrative Committee on Coordination |

## D. Inter-organizational security measures

*General Assembly resolutions and decision*

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| 54/192 | Safety and security of humanitarian personnel and protection of United Nations personnel |
| 56/255, section VIII | Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel |
| 57/567 | Inter-organizational security measures framework for accountability for the United Nations field security management system |
| 58/122 | Safety and security of humanitarian personnel and protection of United Nations personnel |

*Security Council resolution*

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| 1502 (2003) | Safety and security of humanitarian personnel and protection of United Nations and its associated personnel |